MULTIMEDIA UNIVERSITY UNIVERSITY

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FINAL EXAMINATION

TRIMESTER 3, 2018/2019

TKM3151 – KNOWLEDGE MANAGEMENT
(All sections / Groups)

30 MAY 2019
2.30 pm – 4.30 pm
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 3 pages with **FIVE** questions only.
2. All questions carry equal marks and the distribution of the marks for each question is given.
3. Please write all your answers clearly and neatly in the **Answer Booklet** provided.

QUESTION 1

(a)   Describe **THREE** factors that justify the adoption of Knowledge Management (KM) in an organisation.

[3 marks]

(b)   Briefly explain the **SIX** stages of the typical knowledge management life cycle.

[3 marks]

(c)   Describe **TWO** strengths of Nonaka and Takeuchi's Knowledge Spiral Model.

[4 marks]

QUESTION 2

(a)   As a knowledge engineer, illustrate the phases of knowledge acquisition. For each phase, what are the activities that you would conduct?

[4 marks]

(b)   How would you facilitate knowledge sharing in your company to ensure a successful implementation of knowledge sharing policies?

[3 marks]

(c)   Identify the activities that you could conduct to facilitate knowledge application in a large organisation. Use a suitable organisation as an example.

[3 marks]

QUESTION 3

(a)   Distinguish the **FOUR** types of organisational cultures.

[4 marks]

(b)   What is learning organisation? Why is it becoming increasingly recognised as the next-generation of organisational learning?

[2 marks]

(c)   Give an example of a KM tool for each stage of Dalkir's integrated KM model respectively. Describe how these tools fulfil the corresponding function of the respective KM stage.

[4 marks]

Continued...

QUESTION 4

(a)   Explain **FIVE** organisational learning disabilities.

[5 marks]

(b)   Describe common differences between a manager and a leader.

[5 marks]

QUESTION 5

(a)   Compare **ONE** main difference between a *Balancing loop* and a *Balancing system*.

[3 marks]

(b)   Imagine you are trying to identify the impact knowledge management has had on a project team's attitudes and behaviors in relation to knowledge sharing.   Outline how you would respond to the following questions:

i.	What should be measured?	[1 mark]
ii.	Who should contribute to the evaluation?	[1 mark]
iii.	How should the evaluation be conducted?	[1 mark]
iv.	How will the results be used?	[1 mark]

[4 marks]

(c)   Your company plans to advocate a KM program. Identify **THREE** main roles needed for this purpose.

[3 marks]

End of Paper